

# 2015

## Human Resources Department Business Plan



City of Sugar Land

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# HUMAN RESOURCES DEPARTMENT

## 2015 BUSINESS PLAN

### EXECUTIVE SUMMARY

The Human Resources Department (Department) provides leadership and support to the organization by providing Human Resources and Risk Management systems and programs. The Department includes both the Human Resources program, and the Risk Management program. The Department consists of the Director of Human Resources, an Assistant Director of Human Resources, one Human Resources Manager, an Administrative Coordinator, two Human Resources Specialists, and three Human Resources Business Partners, a Risk Manager, a Safety Coordinator, and a Risk Analyst. Both programs combined have an operating budget of \$1,368,341.

The Department provides oversight of programs and systems to ensure legal requirements are met and maintained. The Department oversees the programs and systems that shape the framework for our corporate culture. These programs and systems affect how employees perform as an organization, as well as what is valued as a work force.

The Department establishes processes that lead the organization in Talent Management that demonstrate the organization's values. Managing the talent of the organization requires a complete platform that includes Organizational Development, management of the Salaries and Benefits, Organizational Support, as well as Health and Wellness programs that foster wellness. The Department provides training and development programs that encourage employees to develop talents and to grow the leaders of the future. Such programs include values development and implementation, and research and development of policies for employment, safety, and risk. The Department provides work group problem solving and disciplinary coaching; and oversees competitive compensation and benefits programs that keep the organization strong.

The Department also acts as a liaison to the City's healthcare provider and coordinates wellness events and activities. Risk Management personnel provide oversight of the overall Safety Program that ensures a fair and safe working environment and promotes a mindset of safety and wellness. Risk Management also manages the City's Insurance Program for Property, Casualty and Workers' Compensation, in addition to Safety and Loss Prevention, Insurance and Contracts. Risk Management assists all levels of management and works closely with internal staff, as well as provides services externally in order to maintain safe and effective completion of city services and reduce accidents and injuries.

The Department manages Human Resources and Risk Management transactions by maintaining personnel files, worker's compensation and liability claims files, an online performance management system, and an online training system.

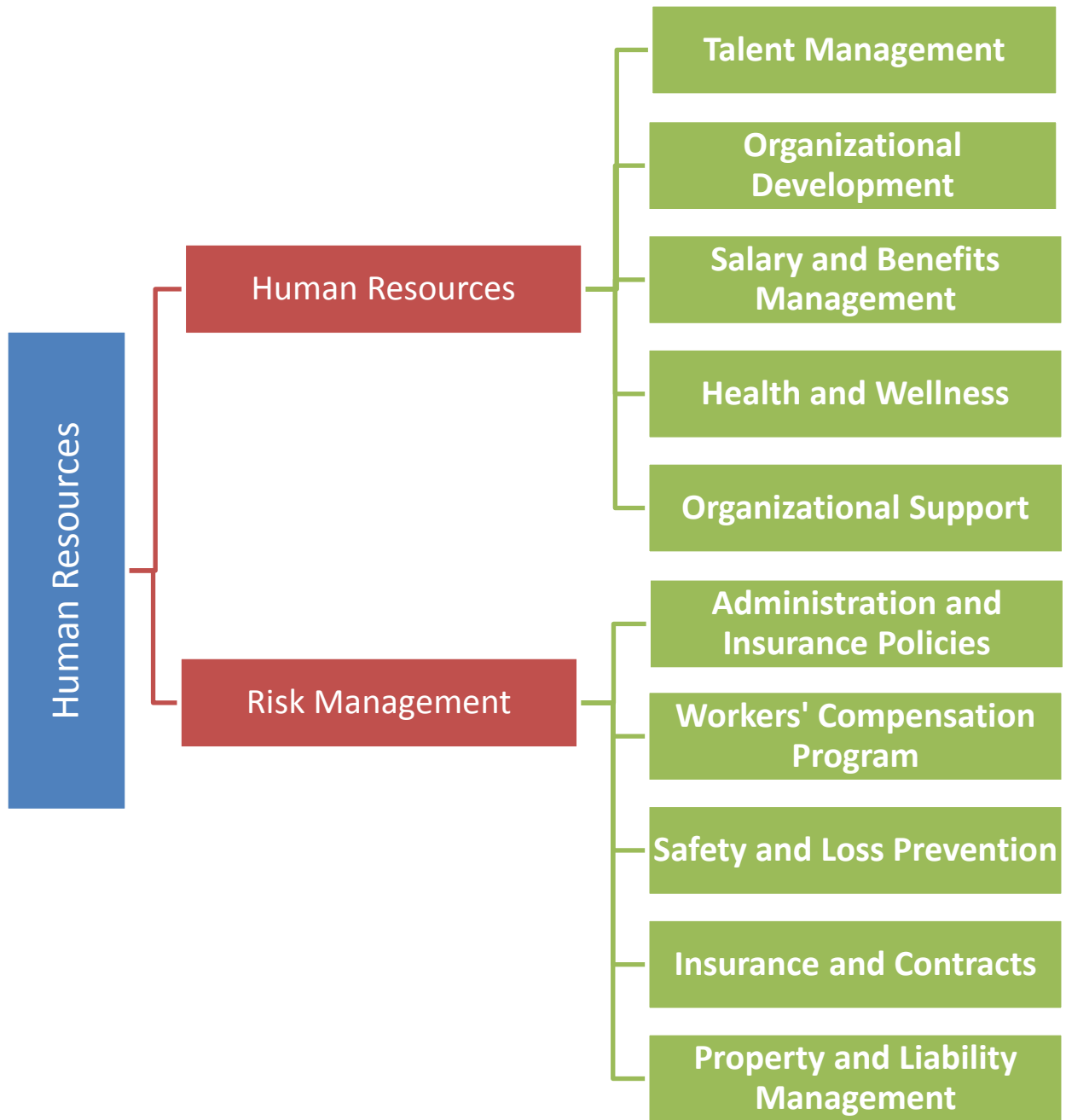
As an internal services department, the Department is designed to not only offer leadership and support to the organization, but to build relationships, employee connections, and value to the organization.

## MISSION STATEMENT

### *Our Mission:*

The City of Sugar Land's Human Resources Department is responsible for providing Human Resources Systems and Risk Management programs that develop an excellent Championship Workforce by partnering with managers and individual employees to provide programs and services that support our organizational culture and create an exceptional work environment. Our shared values of Champion Employees, Honest and Open Communication, Accountability, Multicultural, People First, and Superior Services are woven into every aspect of the City's human resources and risk management programs.

## ORGANIZATIONAL & FUNCTIONAL STRUCTURE





## **2015 STRATEGIC PROJECTS**

### **CURRENT DEPARTMENT LED PROJECTS AND INITIATIVES**

Skill-Based Pays/compensation for shift workers and bilingual/multilingual employees

### **PROJECTS IN WHICH DEPARTMENT IS A TEAM MEMBER**

Definition of the City's Customer Service Vision

Implementation of the City-wide Electronic Document Management System

Implementation of the Performing Arts Center Planning & Development

Implementation of the Crime Prevention Camera Project

Community EMS Standards

Legislative Liaison Committee

## 2015 PROGRAM OF SERVICES

### HUMAN SERVICES

#### PROGRAM SUMMARY

Human Resources is an internal services program that provides guidance and leadership to the organization. Human Resources consists of 8 full-time positions.. Normal working hours are Monday through Thursday 7:30 a.m. to 5:30 p.m. and 8:00 a.m. to 5:00 p.m. on Friday. With the City employee population growth expanding quickly over the last 10 years, Human Resources has managed to grow and change with the organization. The structure includes the Director of Human Resources who acts as a liaison between management and employees and provides direction to the Human Resources Department. Human Resources has established a Business Partner model, whereby each Human Resources Business Partner (HRBP) is assigned to the support of several departments, which includes the Assistant Director of Human Resources responsible for supervising three HRBPs, the Administrative Coordinator and a Human Resources Specialist. The Assistant Director of Human Resources is also responsible for managing the benefits for employees and retirees. One HRBP provides oversight to the compensation plan that includes salary surveys, and oversight of compensation and Fire/EMS recruitment. One HRBP develops and coordinates organizational development and the third HRBP oversees the Police Department recruitment, recruitment fairs, and special projects. In addition, the Human Resources Manager oversees and manages the employee support systems; providing guidance and support to employees. As a whole, they all continue to provide talent management, employee relations, and oversight of health and wellness programs in support of the organization's most valuable asset, the employees.

The Human Resources program operates to meet the City's mid-term priority of Responsible City Government by working closely with managers and individual employees to provide programs and services that create a champion work environment. The Human Resources Department offers coaching and support to supervisors for difficult employee issues, providing organizational development programs that align people, processes and practices to in order to move the organization from where it is today to where it will need to be in the future. The Department offers support systems that deliver results in building a department that the organization can trust and rely on for support.

#### SERVICES AND SERVICE LEVELS

##### Service: Talent Management

Human Resources provides a Talent Management program for the organization that focuses on competency requirements and how individuals enter and move up, across, or depart the organization. Talent Management is not only about acquiring individuals but ensuring that individuals are in the right roles and providing them with the support they need in order to align them with the City's values and goals. The Department offers strategies to find and acquire a quality workforce by following a recruitment policy that respects, encourages, and represents the diversity of the community.



## Activity: Talent Acquisition

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Human Resources has developed a recruitment process that engages departments in the selection of the best candidate for their positions. Human Resources offers guidance and some centralization for acquiring talent and providing support to the individual departments where they are responsible for hiring qualified individuals through a fair process. The HRBPs work closely with supervisors to develop an advertisement ensuring that specific requirements for the vacant position are referenced in the advertisement, as this provides the basis upon which the candidates' qualifications will be evaluated. Human Resources begins the recruitment process when the requisition is received and then publishes the job posting on the City's website (external) or SLIC (internal). Positions are usually posted for 5 days unless it is a special recruitment for public safety or positions that have traditionally been difficult to fill, then it may be posted longer, even posted "until filled". The time it takes to fill vacancies contributes to the overall efficiency of our organization. There is less time and money spent in non-productive hours if we are able to hire efficiently.

In FY 2013, a new on line applicant tracking system (NEOGOV) was implemented, which provides a more streamlined approach to applicant tracking and a more user friendly online application system. As a result, the number of applications received have increased over the year by 20%. Again, in FY 2014, the number of applications received increased by 9.07%. NEOGOV has also created higher efficiencies by freeing up staff time by lessening the scanning workload. In addition, it has reduced the amount of server space required since the applications are stored on an external server.

As part of the hiring process, the HRBPs accept, review, and screen applications for minimum qualifications based on the required qualifications listed in the position announcement and job description. Applications are screened within 3 days of the closing of the job posting 85% of the time. Human Resources assists the Supervisors in structuring interview questions, coordinating interviewing panels, and other assistance in the interview process. Once the Supervisor has checked all references and made a conditional job offer, the necessary pre-employment screens are conducted depending upon the position, including but not limited to drug testing, criminal history check, and medical physical.

All rejected applications and interview materials are maintained by the Human Resources Department as a "completed recruitment packet". These records are kept for the period required by the Texas State Library Retention Schedule. Human Resources sends notification letters to all interviewed applicants that a final decision has been made. Once the position is filled, all interview notes and applications are returned to Human Resources to be stored in Laserfiche and are destroyed after 2 years, per the Texas State Library retention schedule.

In addition, Human Resources has taken recent initiatives to increase our recruitment programs by participating in more local job fairs and community recruitment efforts. This has impacted our budget significantly. In FY 2013, Diversity Recruitment was increased to allow the Department to participate and maintain relationships with various minority groups through memberships and increased attendance at local career fairs. In some instances, Human Resources may also contract with outside search firms to hire key positions.

In FY 2013, hiring increased by 77% compared to 2012. Human Resources posted over 108 jobs, and hired 131 full-time and part-time employees in FY 2013. These factors have significantly impacted the pre-employment testing costs from 2012, which have more than doubled. In FY 2014, new hires increased only slightly by 8, with a turnover reduction of 9.61% from 11.60%. However, in FY 2015, the pre-employment testing is projected to increase due to the addition of 18 full-time equivalent positions, in Fire, Dispatch, and Code Enforcement. In FY 2015, Public Safety Dispatchers will be required to pass a psychological review prior to being hire which will impact the budget for medical.

#### **Activity: New Hire Processing and Orientation**

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New hires are provided with a new hire packet prior to their first day of employment. On their first day of employment, the new hire reports to Human Resources where the HRBP reviews the packet with the new hires that includes benefits information, I-9 information, direct deposit forms, IT services and practices, payroll and holiday calendars, as well as the employee policy manual, the safety manual and the Interdepartmental Policy on ID Badges, etc. In addition, the HRBP reviews the City's systems and provides the employee with their user names and passwords for e-mail and Target Solutions, gives them a brief overview of Success Factors, and issues their ID/Access badge. This process typically takes about 2 to 3 hours with each new employee.

New hires are also required to attend an orientation within the first month of hire where they are introduced to the City's culture, values, and policies. New hire orientation involves a brief overview of different departments across the City, to include IT, Purchasing, and Risk Management. The Employee Policy Manual and the Safety Handbook are reviewed in depth. The new hires also receive an overview of how to navigate SLIC and where to find policies. Human Resources schedules the locations and notifies the employees and their Supervisor. The Emerging Leaders Academy of 2012 has developed a new format for New Employee Orientation which was implemented in FY 2014. The new format has given new hires a better understanding of the City's culture and philosophies. The new program incorporates reviews of the City's wellness philosophy and volunteering opportunities, as well as an overview of our green initiatives.

#### **Activity: Promotions/Demotions/Transfers/Reclassifications**

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As an internal services department, Human Resources works closely with departments and staff to ensure that personnel are matched with the right jobs. Human Resources provides guidelines and policies that govern the process for handling promotions, demotions, transfers, and reclassifications in order to afford employees a better match when necessary. Human Resources works closely with directors and employees to ensure that processes are administered consistently and they follow the guidelines set out in the Employee Policy Manual. When a change occurs, the employee's salary may increase or decrease, but in any case, equitable treatment is given in consideration of the other incumbents in that position. In the event that a position is reclassified, Human Resources performs a survey against the market to determine where the position best fits into the salary structure. Human Resources has established a measure to complete reclassification requests within 14 business days of receipt.

#### **Activity: Performance Management**

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As the City organization grows, Human Resources continually looks for methods to maintain and improve the level of service to the community. In this regard, it has been recognized that the key to improved organizational performance is through improvement of individual performance. In an effort to see that the City's Compensation Plan effectively reinforces the City's commitment to high performance, Human Resources manages a performance based pay system, which rewards employees for their performance.

The key to an effective performance based pay system is an effective and meaningful system that encompasses partnering, communicating, developing and evaluating an employee's performance. Performance evaluation is a measurement of an employee's work performance over a period of time. The performance evaluation is a developmental tool that is used as a means for the supervisor to communicate to the employee essential job duties, skills, and performance level expectations. The purpose of the performance evaluation and development system is to provide an instrument for communicating and promoting an understanding of the City's values, encouraging supervisors and employees to have face-to-face discussions about job performance, promoting common understanding of individual needs, work objectives, and standards of acceptable performance, establishing clear expectations through performance planning, providing employees with feedback as to how well they are meeting expectations, providing feedback to the supervisor as to how to help employees in their growth and development, suggesting to employees how they can meet or exceed expectations, allowing employees to self-evaluate and determine how in sync the employee and supervisor are with respect to their performance, establishing objectives for future performance, partnering with employees' future career growth, if desired, and aligning employee work with the city's goals and values.

The Department manages an online performance evaluation system for employees providing the framework for conducting annual employee performance evaluations and organizing them for analysis, as well as providing the data used for calculating merit pay for employees. Evaluations for each employee are performed annually on a common review date. Human Resources provides the forms each year to the supervisor to prepare a performance plan and to communicate to the employee essential job factors, skills, expectations, and at what level the employee should be performing. The performance plan is reviewed and agreed upon with both parties. Supervisors are required to hold a periodic update with each employee to discuss their performance. Employees are then required to complete a self-evaluation before receiving their annual evaluation. Supervisors shall review staff evaluations with the director prior to discussing with the employee as part of the department calibration stage of the evaluation. Once the evaluation is completed, Human Resources processes any merit based on a matrix implemented by management in conjunction with the budget.

### **Activity: Employee Relations**

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HRBPs provide assistance to employees experiencing personal and work related difficulties. Human Resources proactively addresses employee issues through open communication with employees and supervisors. In addition, Human Resources coordinates, responds, and manages unemployment claims, Family Medical Leave Requests (FMLA), leave of absence requests, military leave, and catastrophic leave. Human Resources investigates and responds to formal complaints and grievances and coordinates an appeal review process.

Human Resources provides advice and consulting services for supervisors and managers concerning policies, procedures, and various employment laws to supervisors and managers for difficult employee problem solving. Also, Human Resources provides advice to supervisors through employee issues or discipline; investigative support on important employment laws such as discrimination, EEOC charges, and Department of Labor investigations.

Human Resources assists work groups and individual employees where trust has broken down in departmental relationships. This is accomplished through mediation or group problem solving utilizing the Employee Assistance Program or by utilizing outside resources when required. In addition, current Human Resources staff may also assist with claims through in-house mediation.

### **Activity: Employee Retention**

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Human Resources recognizes that employee retention is a key challenge and continues to look for innovative ways to boost morale, motivate, and create employee satisfaction. Employee retention is critical to the long term health and success of the City, therefore, Human Resources has an open door policy where employees are free to discuss matters of concern at any time. Knowing what makes employees unhappy is half the battle when you think about employee satisfaction, morale, positive motivation, and retention. Communicating with employees and providing them opportunities to communicate with their managers creates a safe environment for the employee and fosters trust for successful two-way communication.

Tools for communication are provided to the employees through bi-monthly staff meetings and one on one meetings are encouraged with individual staff to share information. Communication is encouraged through the yearly development of performance evaluations that involve both the supervisor and the employee in order to communicate department goals and receive feedback for improvement. Human Resources offers programs to recognize employee achievements, training opportunities to develop the employee's knowledge, skills, and abilities, opportunities for advancement, pay based on performance, and coaching that fosters a culture of wellness and provides a safe work environment through the efforts of the safety and risk programs. All of these efforts have resulted in a turnover rate of less than 10% for the last 5 years. However, FY 2013 finished with a turnover rate of 11.6%, the highest it has been since FY 2007, when we experienced a 12% turnover rate. This is mostly due to an aging workforce, with a number of retirements, and changes in the local law enforcement agencies with the police department contributing 2.6% of the turnover. In 2014, the turnover decreased to 9.61%, with 65 full-time separations and 140 new hires.

### **Activity: Intern Program**

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The City's Intern Program is designed to provide undergraduate and graduate students with opportunities for leadership, responsibility, and exposure to issues facing municipalities. Internships are based upon the City's needs; specific goals designed to meet those needs and defined learning outcomes that allow students to apply classroom theory and knowledge in the workplace. In addition, selection criteria for the program include clearly defined internship projects, as well as adequate training, supervision, and mentoring of the Intern. This program serves to expose emerging talent to the value, benefit and intrinsic reward of public service. In the past few years, the Human Resources Department has hosted an Intern program for departments across the City. The program was

reinvented this year creating a new learning experience for the Interns. The Interns took pride in the departments they worked with and were creative in developing presentations based on their experience, sharing with the other Interns and departments. As a result, 3 Interns were invited to work for the City an additional 3 months in order to give them an opportunity to work on additional projects. It is projected that the Intern program will continue to expand throughout the organization providing an opportunity for graduates to gain knowledge and experience in the public sector field.

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## **Service: Organizational Development**

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### **Activity: Organizational Training**

Human Resources is dedicated to establishing a constant pattern of leadership behaviors throughout the organization based on a set of strong organizational values. Human Resources coordinates programs that assist with managing change, aligning people, processes and practices for organizational success that will keep our organization strong through an emphasis on our values, developing employee's skills, and ensuring supervisors know how to supervise and do not create labor issues. In addition, we strive to develop employees to be more successful and effective. Human Resources seeks to improve the organization's capabilities as measured by its efficiency, effectiveness, health, culture, and business results and help individuals in future leadership roles in the organization to ensure that the organization is keeping their top performers who desire to move up in their chosen career ladders. Human Resources provides training that coincides with the City's values and goals. This includes supervisory training which ensures that all supervisors are following our policies, procedures, and values as they manage our employees. There is mandatory training for all employees that is values and/or legally based, for example Customer Service Training, and Multi-cultural training. The Human Resources Department subscribes to Target Solutions to offer an online alternative for employee mandatory training. Target Solutions also maintains training records on individuals that allows tracking and reporting as needed.

Human Resources provides classes that have a solid foundation of our organizational values and helps to instill those values throughout our organization. The training that is conducted or organized by Human Resources does not include technical training that is needed in a specific profession or technical area of the city as is provided by specific departments in the City.

In addition, Human Resources provides training on computer office software that is used in our daily business operations. Human Resources provides job skills training for employees that need specific skills associated with the agenda process, purchasing process, and presentations to council.

Training facilities continues to be a critical need for the City – mostly in the public safety area. The facilities currently utilized by fire and police have proven to be inadequate to meet the City's growth. This issue will continue to be explored in FY 2015, with the Human Resources Department as a resource to the committee.

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### **Activity: Succession Planning**

For the City to be optimally successful, it needs to have the right people in the right roles. Succession Planning is always important, but many baby boomers are retiring which makes it more important now than ever. There are fewer replacements to fill the available positions in the senior level positions. An effective plan should consider organization values, and working and mentoring programs that assist the leadership in development and transition.

Human Resources provides a leadership development academy for those interested in a leadership role in municipal government in order to gain valuable knowledge about how the city operates, get an inside view of operations through the guidance of a mentor, get practical foundation in leadership principals and interact with your peers on an important project. The program is open to employees that have a commitment to public service and local government and a willingness to make the commitment to this program. The Emerging Leader Academy offers employees in the organization the opportunity to gain leadership skills necessary to lead Sugar Land in the future. Since the creation of the program, graduates have filled key leadership positions as both managers and directors. Each participant participates in various training programs that include, but are not limited to a mock council presentation, leadership training, and a group project.

In addition, the City encourages employees to improve their education through the Tuition Reimbursement program. Human Resources oversees the Tuition Reimbursement program for employees by reviewing degree plans and approving reimbursement requests according to the policy guidelines provided in the Employee Policy Manual. Employees may submit their application to Human Resources each year during the budget process for consideration. Human Resources reviews the applications and based on the information provided develops a budget for the following year. Tuition reimbursement is based on an average of the University of Houston rates for a Bachelor's degree and a Master's degree.

A well-planned and implemented Succession Plan improves retention and protects against devastating setbacks that can be caused by vacancies. It will also improve the value of development efforts by directly tying them to the needs of the individual and organization.

Due to the increase in regrettable turnover experienced in FY 2013, the Department will continue to explore new retention strategies and implementation of programs, such as the Emerging Leader Academy. In addition, a new onboarding process and new employee orientation program has been added to give the new employees a welcoming start with the City.

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## **Service: Salary and Benefits Management**

### **Activity: Compensation**

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The Human Resources Department maintains and reviews compensation policies. Human Resources works under the direction of the City Council policy and closely with the City Council Compensation Committee developing and revising policies as needed to ensure fair and equitable compensation for all employees. HRBPs analyze and classify jobs to ensure that non-public safety positions are placed in the correct pay grades. Human Resources surveys both private and public sector to ensure that pay plans stay competitive. Each year 1/3 of the non-public safety positions are surveyed whereby, within a 3 year

period all positions have been surveyed. Private sector companies with 500+ employees are targeted. For public sector benchmarking, we utilize local benchmark cities.

In 2012, Human Resources conducted a compensation study for non-public safety positions. Phase I, which consisted of all employees completing a job analysis questionnaire detailing their specific job duties, then they were reviewed by Human Resources, a review committee and then by the Executive Team where positions will be slotted into a new pay structure based on a point system, has been completed. Three new pay structures have been implemented. In 2013, Phase II of the project for non-public safety was completed. Phase II of the project was to analyze all incumbents in each new pay range, to determine the appropriate relationship of salaries for these incumbents in consideration of their years of service and prior performance at the City. Administrative policies were developed as guidance for on-going utilization and maintenance of the salary structures; specifically identifying processes for establishing new hire salaries as well as promotional salaries. Formal job descriptions are continuing to be reviewed, completed and made available to all employees.

In addition, HRBPs survey public safety positions by contacting public safety benchmark cities to ensure that we remain competitive with the market. In FY 2014, Human Resources conducted a public safety compensation study. The study re-evaluated the cities that are used for benchmarking, as well as review the job descriptions for the public safety positions. The study included special pays for fire, police, dispatch, and detention positions. As a result, special pays were modified to include the addition of Paramedic certification pay, SCBA coordinator pay, and SWAT/Negotiator assignment pay. In addition, certification pays for TCOLE certifications, education pay and TCFP certification pay were increased.

Human Resources participates in regional compensation and benefit surveys to ensure that salaries and benefits remain competitive with the market. This also allows the City to receive a wide range of surveys that contain data relating to benefits and compensation of cities across Texas. In addition, Human Resources purchases the annual survey from Waters Consulting that contains both public and private sector data. In the past, Human Resources has also completed surveys on the wellness of our organization and have won awards the past two years for one of the healthiest cities in Texas.

#### **Activity: Medical/Dental/Vision and other Ancillary Benefits**

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HRBPs and the HR Specialist manage employee benefits enrollment, qualifying events, and terminations. Human Resources offers benefits to terminated employees in accordance with the laws of the Consolidated Omnibus Budget Reconciliation Act (COBRA) and tracks the program to ensure that premiums are paid. In addition, the HRBP that oversees benefits manages the benefits contracts and consistently maintains a relationship with the provider to ensure that the employees have the most effective and efficient service available.

Human Resources manages the employee's benefit plans and assists employees with their questions about their benefits and provides an open enrollment process that is easy for employees and easy for staff to administer. An open competitive process is conducted that is transparent for our employees but balanced with the city's budget and within the benefit burden assigned by the City Council. Staff worked closely with our benefits consultant, to arrive at fully-insured premium equivalents and determine employee contributions that achieve our goals for self-funded insurance, as well as foster



consumerism. This allowed the City to transition from a fully-insured health plan to a self-insured health plan. Plan utilization is monitored regularly on a monthly, quarterly, and annual basis. Human Resources manages the contract with Cigna which offers the following plans: Medical, Dental, Vision, Long-term Disability, Short-term Disability, and Term Life Insurance and AD&D. In addition, Human Resources also manages contracts for Employee Assistance Programs, Prepaid Legal, Cancer Indemnity, Accident Indemnity, Flexible Spending Accounts, and 457 plans for the employees.

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### **Service: Health & Wellness**

Human Resources administers the overall health and wellness programs for the City. The Human Resources Department oversees the Wellness Committee to provide guidance for wellness events and partners with managers and employees to create a culture of wellness by developing policies that fosters healthier lifestyles and decreases the costs of healthcare.

As part of the program, the Committee developed wellness plans and systems to evaluate the program that has helped the City control its medical insurance premiums. The last few years we promoted and participated in challenges and events such as the “Biggest Loser”, boot camps, Dragon Boat Races, various walk/run events, soft ball tournaments, free flu shots for employees, on-site health screenings for employees, annual wellness expos and 12 -15 educational lunch and learns each year. In 2014, the Wellness Committee added workouts for employees at various City facilities, Weight Watchers and employees participating in softball leagues, in addition to the activities mentioned above. In FY 2015, we will continue with walk/run events, additional activities will be added, such as new friendly volleyball games at the Imperial Park and Recreation Center for all employees.

The last four years we have held annual Biometric Health Screenings as a first step to help employees understand their health risks. The program provides instant results, early health risks identification and health education from on-site coaching. The biometric screenings were incentivized with door prizes as well. At the lunch and learns, employees learn about nutrition, exercise, healthy lifestyles and include financial and retirement topics. We also have a challenge that encourages attendance at the various lunch and learns offered throughout the year. The Cigna Incentive Program is another wellness initiative which promotes a healthy lifestyle and keeps insurance plan costs down. In order to be eligible for wellness incentives through this plan, employees must complete medical and dental preventive visits, biometric screenings, an online Health Risk Assessment, switching from name brand prescription to generic, and/or flu shots. By participating in these activities, employees earn points which can be redeemed for gift cards on My Cigna.com. The City’s proactive approach to wellness and work of the committee has paid off for the City’s overall maximum liability for the self-funded medical plans only increased by 6%. In FY2015, we will propose significant changes to the Wellness Program which we anticipate will have an impact to the 2016 medical benefit plans.

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### **Service: Organizational Support**

The Human Resources Department provides Organization Support, guidance, and leadership to the organization by providing programs that promote a championship workforce. Human Resources



develops policies, processes, and systems that support the organization and ensure legal compliance. The program has one Human Resources Manager, one Recruitment and Business Services Administrator, and one HR Specialist that oversees employee communications, policies, the online evaluation system, the online application system, employee recognition programs and events. The Organizational Support program exists to meet the City's mid-term priority of Responsible City Government by working closely with managers and individual employees to provide programs and services that fosters a champion work environment.

Human Resources manages several programs and systems that define our organizational culture. Human Resources manages these programs as part of its leadership and support to the organization.

Employee Communications is a top priority for Human Resources. SLIC is the main communication tool for the employees across the City and the Human Resources Department is a viable part of the communication to employees. Human Resources staff oversees the front page of SLIC, where much of our communication to employees occurs. Human Resources is also responsible for posting and maintaining the information shared on SLIC following the policy established by the Emerging Leaders Academy on employee communications. SLIC also includes employee policies, interdepartmental policies, forms, training information, birthdays, employee recognition, information on the Association of Sugar Land Administrative Professionals page, messages from the City Manager and other important announcements to employees. Human Resources also manages the Sugar Source bulletin board where employees post personal items for sale or personal businesses. Employees have begun to embrace this tool as a viable source of information and resource in their day to day activities. Improving knowledge sharing across the City has been essential in the growing organization.

In addition to communications, Human Resources makes recognition a priority as a leadership tool that sends messages to employees about what behaviors are important and valued. Managers can use this tool to help employees understand how their jobs contribute to the City's overall goals and how their performance affects the achievement of those goals. Praise of an employee reinforces, recognizes and motivates employee's behaviors to be more productive. The Department manages several recognition programs, such as the On the Spot Award, the On the Spot Safety Award, oversight of the Team Award, and each year our employees are celebrated as champion employees at the Annual Employee Banquet. Since the onset of the On the Spot Award program, there have been over 230 employees that have received On the Spot awards. In addition to the recognition program, there are several other employee events that are coordinated through Human Resources if not completely driven by Human Resources: an annual spring event for employees, events for the Association of Sugar Land Administrative Professionals (ASAP), Charity events (the Salvation Army and the Rainbow Room Angel Tree Project, United Way) and coordination of a City hall holiday luncheon. Employees from multiple departments have adopted over 600 angels through the Salvation Army Angel Tree Program since 2007, and donated approximately \$18,000 to the United Way. In 2014, staff is developing a larger city-wide United Way campaign and a new goal is set to raise \$26 per employee, which will total approximately \$16,640 for the year to be divided among United Way agencies in Ft. Bend County. Although, our goal of \$16,640 was not met, the City still contributed over \$5,500.

As an internal services department, Human Resources provides support to the organization by managing the policies and processes that affect the employees and how the organization should act as a whole.

Policies provide the employees the guidance they need to conduct day to day activities. Human Resources manages policies and processes by researching, implementing and enforcing the policies. Human Resources maintains the employee policy manual which includes guidelines for hiring, managing compensation and benefits, ethics, codes of conduct, discipline, and separation of employment. Specifically, programs such as, the catastrophic leave policy, the tuition reimbursement policy, and rules for the use of sick leave and vacation are addressed. The manual is reviewed yearly to ensure compliance with employment laws and that processes are up to date.

Human Resources also acts as a clearing house for citywide Interdepartmental Policies. Human Resources manages the Interdepartmental policies across the City by maintaining the original policies, providing assistance in formatting and guidance in the approval process. Human Resources also has a set of Interdepartmental Policies that provide additional direction on processes that include a policy on policies so that Interdepartmental Policies are formatted consistently, the retirement and resignation policy, the policy on selecting the Emerging Leaders Academy, the ID Access Card policy, and the recognition policy.

In addition, Human Resources manages Annex Z of the Emergency Operations Plan. The purpose of this annex is to provide direction to City employees during an emergency and to establish a Labor Pool. The Labor Pool is designed to provide a coordinated effort to utilize all city employees during any disaster and supplement a lean staff that traditionally responds during emergencies. All employees are considered essential for the continuity of governmental operations. This policy provides guidelines on how the Director of Human Resources will coordinate the employee labor pool, how the Volunteer Coordinator will direct volunteers and how the two will coordinate with each other for jobs to be done during large scale emergencies. Due to the number of projects that are contracted out, the City of Sugar Land does not have the staff that other cities would have in their Parks, Utilities, and Public Works Departments. Consequently, the work load that these departments would normally have during any disaster cannot be handled with their personnel alone. As part of the coordination of the Labor Pool, the Department manages the employee emergency contact information in the Blackboard Connect system. This system is used to notify employees of an emergency or disaster, as well as major communications as needed. The Blackboard Connect system has proven to be a successful approach in communicating emergency information, as well as non-emergency information to employees. Staff has received training, and all labor pool employees have been entered into the system. Training is offered every year for employees that may be called to assist in areas where needed during an emergency.

Human Resources manages the policy for issuing ID Cards to the employees. This policy provides procedures for obtaining, wearing and replacement of ID/Access Cards. The Card allows access to secured areas of City facilities and acts as identification to non-uniformed employees that work in the field. This system is connected to all buildings in the City, therefore, staff works closely with Facilities to issue cards and administer the ID cards for the organization.

Human Resources manages online systems, such as Target Solutions and Success Factors. These systems are described in detail in their appropriate sections of this Business Plan, but are important to mention when it comes to managing these systems as part of the support for the organization. Target Solutions is an online training system that is administered by the department. Success Factors is an online performance evaluation system for employees providing the framework for conducting annual

employee performance evaluations and organizing them for analysis, as well as providing the data used for calculating merit pay for employees.

In addition, Human Resources coordinates with the Information Technology Department in reviewing systems. One such program is the HRIS (Human Resources Information System) that is used to track employee data, as well as input payroll. The system is part of the Sungard payroll system, but allows Human Resources to maintain specific data about employees that is not kept in the payroll system. In addition, Human Resources works closely with the Information Technology Department to develop and maintain the online job application for the public to be able to apply for jobs online.

Lastly, as part of the Department's support to the organization, Human Resources is responsible for managing all employee records and other records in accordance with the Texas State Library retention schedules. Human Resources responds to open records requests as required and works closely with the City Secretary's office to ensure compliance. In addition, employee files and other records are managed through an electronic data management system, Laserfiche. This will allow the directors and their designees to be able to view employee records, such as their evaluations, disciplinary records, or letters of compliment without printing hard copies, without leaving their offices.

## SERVICE LEVEL EXPECTATIONS

Program: Human Resources	
Service (Activity)	Service Level Expectation
<b>Talent Management</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Talent Acquisition</i>	Jobs posting developed and posted upon approval of department. Track the number of days that it takes to complete an external vacancy. Qualified candidates referred to department within a timely manner.
<i>New Hire Processing and Orientation</i>	Ensure new hires attend orientation.
<i>Promotions/Demotions/Transfers/Reclassifications</i>	Provide support to the departments to ensure documentation is expedited and accurate.
<i>Performance Management</i>	Process annual evaluations for all employees.
<i>Employee Relations</i>	Disciplinary actions resolved before passing from management control. Number of employee grievances and appeals per 100 employees.
<i>Employee Retention</i>	Track and report turnover rate quarterly
<b>Organizational Development</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Organizational Training</i>	Targeted employees complete required training
<i>Succession Planning</i>	Provide programs and opportunities to employees that will encourage advancement.
<b>Salary and Benefits Management</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Compensation and Salary Surveys</i>	Benchmark non-public safety positions every year. Survey public safety positions annually. Respond to survey requests.
<i>Medical/Dental/Vision and Other Ancillary Benefits</i>	Provide employees with annual open enrollment for benefits. Conduct regular (month, quarter and annual) analysis of plan utilization.
<b>Health and Wellness</b>	Provide Wellness events that foster a culture of wellness.
<b>Organizational Support Programs</b>	Ensure that important information is communicated to employees; offer a level of service to employees that culture a CHAMPS attitude throughout the organization.

## SERVICE LEVEL MEASURES

Program: Human Resources		Expected Result	
Service	Service Level Measure	FY14	FY15
<b>Talent Management</b>	<i>Service Level Measure for Activities Below:</i>		
<i>Talent Acquisition</i>	% of jobs posted within 2 business days of department approval	90%	90%
	# of Working Days to Fill an External Recruitment from the time the position is posted	65	65
	% of Qualified candidates referred to department within 3 business days of job closing date.	90%	90%
<i>New Hire Processing and Orientation</i>	% of New hires attend New Hire Orientation within one month of start date	95%	95%
<i>Promotions/Transfers/Reclassifications</i>	# of Reclassifications completed within 14 days	90%	90%
<i>Performance Management</i>	% of Employee Performance Reviews Completed on Schedule	90%	90%
<i>Employee Relations</i>	% of disciplinary actions resolved before passing from management control	90%	90%
	Number of employee grievances and appeals per 100 employees	Less than 10	Less than 10
<i>Retention</i>	Total turnover rate - annualized	Less than 10%	Less than 10%
<b>Organizational Development</b>			
<i>Organizational Training</i>	% of workforce trained in diversity and cultural competence	95%	95%
<b>Salary and Benefits Management</b>			
<i>Compensation and Salary Surveys</i>	% of non-public safety positions benchmarked yearly.	33%	33%

	Survey public safety positions annually	100%	100%
	% of survey requests responded to within 5 business days of receipt.	100%	100%
<i>Medical/Dental/Vision and other Ancillary Benefits</i>	% Change in Average Cost per Employees in Benefits Plans	Less than 10%	Less than 10%
	Conduct regular (month, quarter and annual) analysis of plan utilization.	100%	100%
<b>Health and Wellness</b>	% of Annual Health Risk Assessments Completed	80%	80%
	% of Employees that Participate in Biometric Screenings	50%	50%
<b>Organizational Support</b>	Communicate information via SLIC within 24 hours of receipt	100%	100%

### PROGRAM SUMMARY

Risk Management is staffed by 2.00 full-time positions and 1.00 program position, with direct support from an administrative staff member in the department. Normal working hours are Monday through Thursday 7:30 a.m. to 5:30 p.m. and 8:00 a.m. to 5:00 p.m. on Friday. The Risk Manager provides oversight of the program to ensure the efficient and effective delivery of services.

Risk Management is an internal and external service program. Risk Management manages the City's insurance program for Property, Casualty and Workers' Compensation (Real & Personal Property, General Liability, Auto Liability, Auto Physical Damage, Crime, Public Officials Errors & Omissions, Law Enforcement and Pollution Liability). Risk Management is responsible for claims management of all the above insurance policies. Other major components of Risk Management are the Workers' Compensation Program, Safety and Loss Prevention, Insurance and Contracts, and Property and Liability. Through loss prevention initiatives, Risk Management protects the city's financial, property, and personal assets from the possibility of accidental loss, injury, and/or catastrophic destruction. In addition, the Risk Management program monitors the claim litigation process, administers and develops employee safety training, and assists with work place accident investigations.

Risk Management analyzes potential risks for a better and safer environment and works closely with managers and individual employees to provide programs and services that create a safe work environment. Risk Management maintains records of exposures, costs, coverages, and claims, monitoring programs and legislation that might affect the programs, producing appropriate analytical studies to keep employees, supervisors, directors and management informed, and providing assistance to individuals and departments on insurance related issues. Additionally, reduce public risks or liabilities associated with the City's operations, products, services, activities and events through assessments and evaluations.

The Risk Management program operates to meet the City's mid-term priority of Responsible City Government by minimizing or eliminating the exposure of City assets and resources to accidental and business loss. Risk Management assists all levels of management and employees to maintain safety programs and practices that ensure the safe and effective completion of city services and reduce accidents and injuries.

## SERVICES AND SERVICE LEVELS

### Service: Administration and Insurance Policies

Risk Management manages its budget and monitors its revenues and expenditures to ensure sound fiscal controls. Property infrastructure and property schedules are maintained to prepare for rerate renewals and to ensure property and assets are appropriately insured. During the rerate Risk Management works closely with other departments to analyze and audit payroll, job employee population, job classifications, city property and assets and provide current data for the insurance renewals. As well as, review of other exposures that may affect the City during the insurance renewals. During hurricane recovery or other emergency events Risk Management provides assistance with property damage assessments. Risk Management develops and updates its policies and procedures and ensures compliance with all city purchasing, accounting and personnel policies and procedures.

Risk Management administers the insurance policies for Workers' Compensation, Property and Casualty (Real & Personal Property, General Liability, Auto Liability, Auto Physical Damage, Crime, Public Officials Errors & Omissions, Law Enforcement and Pollution Liability). All of the above coverages are with TMLIRP, except for pollution liability for the Underground Fuel Storage Tanks (UST's). The City owns and maintains five UST's which store fuel. Pollution Liability coverage for the five UST's is underwritten by Great American Alliance Insurance Company.

All of the insurance policies with TMLIRP are renewed every October 1<sup>st</sup>. The rerate process begins every year in May. During the rerate process, Risk Management reviews and analyzes the City's payroll, employee population and employee classifications, and volunteer hours to ensure accuracy of data and the information is submitted to TMLIRP with the rerate. Risk Management works with other departments during the rerate process by reviewing and comparing the insurance schedules of property, automobiles and mobile equipment against City records. Coverages and deductibles are reviewed and changes are made accordingly with approval of City management. The City provides coverages to all of its non-profit corporations or organizations and to the members when they are working or meeting on behalf of the City, such as Sugar Land Development Corporation, Sugar Land 4B Corporation, Sugar Land Town Square Development Authority and Tax Increment Reinvestment Zones.

### Service: Workers' Compensation Program

By state law, all public employers are required to provide Workers' Compensation coverage to its employees. The City's Workers' Compensation program covers all employees, elected officials and volunteers while performing normal work duties, acting in an official capacity, or representing the City of Sugar Land. Workers' compensation insurance coverage provides covered income and medical benefits for individuals who sustain a work-related injury or occupational disease in accordance with the Texas Department of Insurance Division of Workers' Compensation and Texas Workers' Compensation Act. The City's Workers' Compensation Policy identifies all the guidelines of the program.

Staff is responsible for investigating and monitoring the Workers' Compensation claims. Claims are monitored for medical treatment received, loss of time, and restrictions placed by the treating physician. To reduce the number of claims, costs of claims and cost of premiums, Risk Management



takes proactive measures by investigating the claim, identifying safety issues and analyzing potential risks in the working environment. Managing the workers' compensation claim includes staying involved with the claim when it occurs and ends when the employee is back at work fully recovered from the injury.

Processing Claims: Risk Management ensures that all workers' compensation claims are processed within 1 business day of date received. In 2014, 97 workers' compensation claims were processed, 36 of those claims were for reporting purposes only; the other 61 received medical treatment and/or had lost time. That was a 14% decrease from the previous year in the number of claims and 24% decrease in paid claims. Processing a claim involves notifying the Workers' Compensation carrier through the required form. Texas Department of Insurance, Division of Workers' Compensation (DWC) requires that the form be submitted to the carrier within eight days after the employee's absence from work or notice of the injury or occupational disease. The Workers' Compensation policy requires that employees and/or supervisors notify Risk Management within 24-hours of the injury or occupational disease. Depending on the severity of the injury, loss of time, or changes in the status of the claim other forms are required to be submitted to the carrier with deadlines. Risk Management ensures the injured employee and the supervisor are informed of the status of the claim; provides assistance and guidance to the employee and supervisor of the claim process and interpret the Workers' Compensation policy and the rules and regulations of the Division of Workers' Compensation. In addition, Risk Management works closely with the treating physicians and Texas Municipal League Intergovernmental Risk Pool. The goal of Risk Management is to further reduce claims through the Safety and Loss Prevention programs.

Return-to-Work: This is an important component of the Workers' Compensation program and a proactive approach to returning injured employees to a safe and productive work environment after they have suffered a work-related injury or illness. This process is also to facilitate a rehabilitation process and to minimize loss of income and reduced benefits. Risk Management works with physicians, supervisors and department directors to return injured employees back to work as soon as possible following an injury or an occupational disease. If necessary, attempts are first be made to provide Modified Duty assignments in the department and division in which the employee currently works. If placement is not possible, then Risk Management attempts to place the individual in another department based on physical ability, skills and available assignments. The maximum amount of time allowed for any employee to remain on Modified Duty assignments is six months. After the six months an extension needs to be approved by the Assistant City Manager/City Manager based on the expectation that the employee will return to full duty in a reasonable time.

Supplemental Pay: Supplemental workers' compensation pay is a City benefit provided to all employees to make up the difference between the Workers' Compensation income benefit and the employee's base pay. Once an employee's absence exceeds seven calendar days, the City's Workers' Compensation insurance carrier begins making Workers' Compensation payments at 70% of the employee's base salary starting on the eighth day of injury to the injured employee. Supplement pay is available up to four months. Supplemental Pay can be suspended for failure to comply with the Workers' Compensation policy or if the supplemental pay time period has expired.

The Safety and Loss Prevention Program is responsible for ensuring citywide development, implementation and maintenance of safety and health programs to control, minimize, eliminate or transfer possible loss to our carrier that could result in injury or illness to its workforce or the public, including liability and property damage. Risk Management staff oversees the Safety and Loss Prevention program by evaluating working environments, in conjunction with City Departments, to review potential safety and health problems with departmental operations, procedures and facilities, thereby minimizing potential risks for the City, as well as improving safety for the City and its residents. Risk Management staff maintain exposures records and claims, monitor programs and produce appropriate analytical studies to keep employees, supervisors, directors and management informed. Risk Management staff develops updates and maintains policies, procedures and programs as they relate to safety as may be necessary to ensure organizational wide efficiency and effectiveness. Risk Management staff compiles, analyzes, and interprets statistical data related to safety and loss control activities of the City, and exposure factors concerning occupational illnesses and accidents. Risk Management staff also prepares quarterly and annual reports to management and makes recommendations based on the trend analysis.

There are four policies and a safety handbook that establish the policies and procedures of the Safety Program.

1. The Accident Review Board Policy outlines the roles and responsibilities of the board members. The main objective of the Accident Review Board is to minimize injuries, protect property, reduce city liability and ensure consistency throughout the organization. The Accident Review Board reviews accidents that involve property damage or personal injury, decide whether the accidents were preventable or non-preventable and recommends corrective actions to the departments.
2. The Safety Committee Policy outlines the roles and responsibilities of the committee members. The Committee's primary function is to create and/or provide a safe and healthy work environment. The Safety Committee assists with the implementation of the safety program, recommend improvements to the workplace and also help in the identification of corrective measures needed to eliminate or control recognized safety and health hazards. The Safety Committee communicates with management and employees on matters relating to health and safety and therefore is one of the vital components of our safety program. The Safety Committee convenes on a scheduled basis and members selected shall regularly attend meetings. The main objective of the Safety Committee is to prevent accidents/incidents by identifying and eliminating as many unsafe conditions and acts as possible and also to promote employee safety education/training and support their participation in the organization's safety program.
3. The Audits and Inspections Policy establishes guidelines for conducting safety audits and inspections. This policy ensures the continuous evaluation of the work environment regarding employee safety within the City. It is the policy of the City of Sugar Land that safety audits and inspections shall be conducted on a regular basis. The City believes that by doing so, we are continuously promoting the safety and well-being of all our employees by eliminating or minimizing work place hazards. All inspection forms and documentation must be retained according to City policy regarding record keeping.

4. The Emergency Evacuation Policy establishes guidelines during emergency evacuation situations involving City of Sugar Land employees and visitors. This policy's primary purpose is to protect all City employees and visitors during immediate life-threatening emergency situations. This policy prescribes procedures for planning for and responding to all immediate life-threatening situations that would likely affect a large number of City employees and visitors. Adherence to this policy reduces the element of risk that employees and visitors are exposed to while they are in City facilities. This policy outlines the roles and responsibilities of the Emergency Evacuation Team (Group Leaders and Accountability Staff) during an emergency evacuation.

The Safety Handbook outlines the roles and responsibilities of all City employees as it relates to safety in the workplace. The handbook addresses safety accountability and responsibilities for employees, supervisors, directors and Risk Management. As well as establishes outlines for Safety Education and Training, Accident Reporting and Investigation, Driver Safety Program, General Safety Rules Practices and Procedures and the Hazardous Communication Program.

The Accident Review Board (ARB) was established in FY2013 to review work related accidents that involve City employees. The ARB consists of nine employees from various departments who review accidents twice a month to determine if the accident was preventable or non-preventable. The board members will serve a three-year term. The primary reason for conducting accident reviews is to prevent and minimize similar accidents from occurring. Risk Management collaborates with the ARB to expedite the overall review process. Risk Management utilizes a database, created by the Risk Analyst, to distribute the accident reviews to each member. The members review the accident forms, pictures, etc., and then return their reviews utilizing the database. ARB meetings are held when necessary to discuss a particular accident or to gain more information on an accident. The results are then compiled and sent to the director of the affected employee(s). The ARB policy was initially developed with a point system which was designed to assist directors in the disciplinary process. The point system provided an accumulation of points for each accident depending on the severity of the injury, damage repairs and/or violations. Due to feedback from the organization and recommendations from the Legal Department, the policy and the point system was revised. In 2014, 140 accidents were reviewed, 88 were for injury, illness or exposure and 52 were for fleet or property accidents. The goal of the Accident Review Board is to review accidents and provide recommendations to the Departments on a bi-weekly basis.

The Work Safe Award Program is another method to prevent and minimize accidents in the workplace. This program recognizes employees for their achievements in promoting and maintaining a safe work environment. Risk Management promotes this program as a valuable tool in meeting the goal of maintaining a safe and positive workforce. The "Work Safe Award" program is an Employee Recognitions Interdepartmental Policy HR129 and is designed to award employees who make significant contributions to reducing risks or hazards by taking corrective actions or being proactive with safety innovations. Employees that may be considered for a work safe award must demonstrate behavior to support safety, demonstrate the care and concern for safety on a daily basis and consistently attend safety meetings. Risk Management promotes this program at job worksites and various meetings by recognizing employees with On the Spot Safety Awards. In 2014, eight On the Spot Safety Awards were awarded to employees from the Public Works, Community Development, Fire, Police, and Parks & Recreation Departments. Out of the eight employees that were awarded an "On the Spot" Safety

recognition, one employee will be selected to receive the Safety Employee of the Year Award in December 2015.

### **Activity: Safety Training**

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Risk Management staff in collaboration with the Safety Committee develop, plan and conduct training related to safety and wellness as needed to ensure all employees are knowledgeable about safety and wellness policies and procedures as well as state and local laws, regulations, and requirements. The Safety Committee members propose new training programs based on issues identified in the field and participate in the development of improvements for identified deficiencies. In addition, the Safety Coordinator works with departments to ensure employees are trained on how to do their jobs safely to control, minimize, eliminate, or transfer possible loss. However, there is specific departmental training that each department is responsible for to ensure that their employees are trained. The Safety Coordinator assists departments with coordinating and identifying training resources and material for the departmental specific training needs. The Safety Coordinator also works with departments to identify what aspects of general safety education and training are needed for their departments. Various training resources are utilized for safety training, such as online training through Target Solutions, instructors from Texas Municipal League Intergovernmental Risk Pool (TMLIRP), employees that are certified in expert subject matter, and other external resources. In 2014, Safety Committee meetings were held monthly to address important safety workplace hazards including statics analysis and other training standard updates.

Risk Management develops plans and implements the annual safety work plan and training calendar. All safety meetings and trainings are scheduled according to the Safety Training Matrix (See Safety Training Matrix on SLIC). There is regular safety meetings scheduled throughout the year on various topics. Employees are expected to attend all safety trainings as delegated to them by Risk Management. Documentation of safety meetings and other training records are maintained in Risk Management in conjunction with Fire and Police Training Departments. The main topics are General Safety, Personal Protective Equipment, Back Safety, Backhoe Operations, Trenching and Shoring, Confined Spaces, Accident Investigation, Defensive Driving, Vehicle Safety (Inspections and Backing Up), Office Safety and Ergonomics, Hazardous Chemicals, Material Safety Data Sheets (MSDS), Fire Extinguisher, First Aid and CPR, Heat Stress and Hydration Campaign, Hurricane Preparedness, Work Zone Traffic Control, Facility Safety, and Nutrition and Health. A safety newsletter has been developed and a new issue is published every month. The newsletter is an excellent tool for communicating safety topics and upcoming trainings to the organization. In 2014, twelve issues of the Safety newsletter were published and fifteen safety trainings were conducted with non-Public Safety personnel that included the above mentioned topics.

To maintain a healthy and safe employee Risk Management collaborates with the Wellness committee on health and wellness programs. Through safety meetings and training Risk Management encourages and reminds employees about the importance of health and nutrition. We educate and remind employees that a healthy employee is a safe employee.

Training and certification for employee driver safety classes is also part of the Safety and Loss Prevention program. Several employees throughout the city are certified through the Texas Municipal League Intergovernmental Risk Pool as driver safety instructors. The Safety Coordinator oversees the Driver Safety Program and works together with the other instructors to schedule all driver safety classes. In FY2014 the program had some significant changes as we did away with the Defensive Driving Course and introduced a new Driver Safety Course that correlates more to our specific operations. The new curriculum will include defensive driving techniques as well as specific driver safety techniques. For example the Police and Fire Department's curriculum will be specific to emergency vehicle operations. The Public Works, Water Utilities, Parks Maintenance, Inspections and Code Enforcement curriculum will be specific to work trucks, dump trucks and pulling trailers. Employees that are essential drivers are required to take defensive driving every three years. New employees that are essential drivers are also required to take defensive driving as soon as possible after being hired. In 2014 20 drivers safety classes were offered to all City employees.

The Texas Hazard Communication Act (THCA), codified as Chapter 502 of the Texas Health and Safety Code (HSC), requires all public employers in Texas to provide their employees with information regarding hazardous chemicals to which employees may be exposed in their workplace. In order to comply with this regulation we assign the Hazardous Communication training annually to those employees normally exposed to chemicals.

New hires are also required to attend an orientation within the first month of hire where they are introduced to the City's culture and values, and policies. Review of the safety policies and procedures are a part of the New Employee Orientation training.

Training and certification for CPR, First Aid and Automated External Defibrillator (AED) is also part of the Safety and Loss Prevention program. Several employees throughout the city are certified through the American Heart Association. Nine (9) certified City instructors teach CPR, First Aid and AED training to City employees as needed or requested. CPR classes were offered to City employees and they received the American Heart Association, Heart Saver Provider certification.

### **Activity: Drug and Alcohol Screenings**

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Drug and alcohol screenings are performed to ensure that while on duty for or acting on behalf of the City, while wearing a City uniform and/or in a City vehicle, while on City premises, that employees are not be impaired by alcohol, intoxicants, or have illegal substances present in their system. The City's Employee Policy Manual identifies the policy guidelines for drug and alcohol screenings. Human Resources contracts annually with a medical facility to administer collect and test all drug and alcohol screenings. In FY2014 the City switched Drug and Alcohol Screening vendors. The new vendor is Texas Alcohol and Drug Testing Services (TADTS). TADTS has protocols very similar to our previous vendor. Therefore, there were no significant changes to the process by which screenings are performed. For confidential purposes only the Risk Management staff has access to the results of all drug and alcohol screenings. Risk Management retains all drug/alcohol test-related records for employees. Drug and alcohol screenings are required for Post-Accident, Random and Reasonable Suspicion as described below.

Post-Accident Screenings: Any employee who is involved in an accident while operating a City vehicle or motorized equipment is required to take a drug and alcohol test if the accident results in damage or loss

to any property or an injury requiring medical attention to any person; and the employee contributed to or caused the accident. The supervisors are responsible for contacting the medical facility and making arrangements with the technician to perform the screening. All screenings are performed as soon as possible after the accident and are performed at City facilities. Through review of the First Reports of Accident and training Risk Management ensures that these screenings are performed as required. Per policy, for the purpose of post-accident testing, the employee(s) involved in the accident is not allowed to drive until the results are received and the results are negative. Immediately after the results are received, the employee, supervisor and department director are notified.

Random Screenings: Drug and alcohol screenings are also performed for random purposes only to Commercial Driver's License (CDL) holders. The CDL program is established to provide rules and regulations pursuant to the Federal Motor Carrier Safety Administration (FMCSA) and Texas Department of Transportation (TxDOT). The medical facility performs all alcohol and drug testing procedures for CDL employees in accordance with city, state, and federal guidelines. Any employee who holds a CDL is in the random drug and alcohol testing pool, regardless of how often it is used on the job. All firefighters are required to have a CDL in order to operate the fire trucks. However, pursuant to FMCSA and TxDOT, firefighters are exempt from the CDL requirements. Most City CDL drivers are from Public Works, Utilities, Parks and Recreation departments. On a quarterly basis CDL drivers are subject to unannounced alcohol and controlled substance testing based on a computer generated random selection by the medical facility. Drivers must be tested randomly at a minimum annual percentage rate of 10% of the number of drivers for alcohol testing and 50% of the number of drivers for controlled substances testing. Risk Management ensures that random screenings are scheduled as needed and are unannounced and spread reasonably throughout the calendar year. Risk Management coordinates with the medical facility and a representative from Public Works or Utilities for the unannounced screenings. In addition, Risk Management maintains a list of employees who hold CDL licenses.

Reasonable Suspicion: A Supervisor may require an employee to undergo a drug/alcohol test if there is reasonable suspicion that the employee is impaired by drugs or alcohol while acting in the scope of employment on behalf of the City. Supervisors are responsible for determining if reasonable suspicion exists to warrant drug/alcohol testing, and shall be required to document in writing the specific facts, symptoms, or observations which form the basis for such reasonable suspicion. The supervisor(s) is required to notify the Director of Human Resources or designee regarding any reasonable suspicion for instructions regarding a "reasonable suspicion" interview and test.

#### **Activity: Motor Vehicle Records Checks**

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As a loss preventative measure, Risk Management ensures that essential drivers are legally and safely driving City vehicles. All operators of City vehicles and equipment must possess a valid Texas driver's license. New hires with an out-of-state driver's license are required to obtain a valid Texas driver's license according to state law. Personal driving records can impact employees who must drive city vehicles or equipment to perform their jobs. The Risk Analyst utilizes the State of Texas database to obtain driving records of essential drivers. The results are reviewed by the Risk Analyst to ensure the employees are complying with city and state law. Per city policy, to be eligible to drive a city vehicle an employee may not have more than two moving violations in a three year period on their driving record. In 2014, 381 driving records were requested. Out of the 381, 50 were CDL drivers and one driving

record resulted in temporary ineligibility to drive for any essential driver. Risk Management maintains the employee's driving records and inputs into a database.

### **Activity: Audits and Inspections**

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Risk Management provides administrative oversight of the Inspection and Audit program. With our work environment rapidly changing, the likelihood of work hazards that would compromise the safety of our employees increases. Audits, inspections and job safety assessments is a program utilized to identify problems and hazards before any of these conditions result in accidents or injuries to our employees or visitors. The Safety Coordinator is responsible for designing complete audit and inspection procedures for all work areas. The Safety Audit and Inspection Policy states that audits and inspection are conducted by the Safety Coordinator, with the assistance of the Safety Committee. An audit is a critical examination of all or part, of an organization with relevance to safety and to suggest improvements and/or upgrade. It is intended to measure the effectiveness of an organization's safety programs in every aspect. An inspection is used to identify potential hazards within a workplace, ensure that preventative engineering controls are in place and that action is taken to quickly address hazards. The Safety Coordinator, along with at least one member of the Safety Committee, conducts audits at least once annually for each City facility. The Safety Coordinator in collaborations with departments performs worksite inspections weekly at different locations. All employees are responsible for conducting daily inspections of their workplace or worksite as well as tools and equipment prior to the start of their work shift or new activity. Risk Management communicates with supervisors the responsibilities for conducting periodic or spot inspections of worksites to detect hazards resulting from equipment or materials or unsafe employee work practices. Employees assigned to City vehicles shall inspect City vehicles and equipment prior to operation and provide monthly documentation on appropriate vehicle inspection checklist. Supervisors shall insure each City vehicle assigned to their crew is inspected at least once a month using the Vehicle Inspection Checklist. The inspection forms are sent to Risk Management monthly and entered into a database for recordkeeping. In 2014, fifteen facility audits and inspections and several worksite inspection were completed.

### **Activity: Emergency Evacuation Drills**

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The City takes all emergency situations seriously and values the importance of evacuating all our employees and visitors. Risk Management is responsible for ensuring that evacuation drills are performed regularly at all City facilities. The Safety Coordinator creates, develops and maintains action plans utilizing GIS mapping resources; at strategic meetings with department Group Leaders and Accountability Monitors, and outlines emergency assembly locations for employees at each facility. As well as, collaborates with Fire, Police, Emergency Management and Facilities to plan, schedule, and establish communications during evacuation drills. Emergency Evacuation Team members are trained annually regarding their roles and responsibilities. It is crucial that all employees adhere to the emergency evacuation procedures for their own benefit as well as their co-workers. In 2014, various activities related to this policy were performed. These activities include four fire drills and three Civilian Response to Active Shooter Event trainings with Police and Fire. In addition, fire plans were updated, developed and posted at City facilities and several meetings with Group Leaders and Accountability staff were conducted.



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## **Service: Insurance and Contracts**

Ensuring contractors carry the appropriate insurance reduces the exposure to liability claims and lawsuits arising from the activities and operations of contractors/vendors while providing services to the City. The Risk Manager assists the Legal Department, the Purchasing Office, as well as other departments in reviewing insurance, interpreting insurance language, and contract documents to ensure that contractors/vendors maintain appropriate insurance in compliance with the City's contract and insurance requirements. Vendor and contractor insurance requirements are standard on most contracts and agreements; however there are instances where special insurance is required and where vendors and contractors are unable to meet the City's insurance requirements. Time is also spent working with the vendors and contractors explaining how the City's coverages apply to the work they will be doing for the City. Due to the complexity of special contracts, Risk Management contracts with a professional legal consultant with an expertise in insurance to advise Risk Management and assist in protecting the City's exposure with contractors and determine the appropriate level of insurance. Some examples of such special contracts are Sculpture in the Park (Oyster Creek Park), Opening Day Partners, Union Pacific, the risk of fireworks off the roof of City Hall, and pollution liability insurance for the underground fuel storage tanks. This also extends to insurance requirements for the Airport's tenant leases, non-profit and community groups doing business with the City or sponsoring events on City property. In 2014, Risk Management assisted with the review of approximately 107 contracts and agreements. The Performing Arts Center project was one of the major contracts reviewed related to insurance matters. Revisions for the Insurance Requirements for Contracts and Agreements Policy PU112 were made and approved. The revisions had significant changes that affected Risk Management's role in the review of contracts and insurance requirements. The new process requires that Risk Management provide a risk assessment when a contractor does not meet all the insurance requirements. This new process is to speed up the turnaround time contracts are processed.

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## **Service: Property and Liability Claims Management**

Risk Management is responsible for eliminating, reducing, or mitigating the City's exposure to loss resulting from vehicle accidents, third party liability claims, and property damage/loss. Administration of the Property and Liability claims includes recovery of costs to damaged City property or equipment from liable third parties. In addition, there are lawsuits that result from alleged actions and there are claims that are denied that turn into lawsuits.

Liability Claims Management: Liability claims include slips, trips and falls on City property, resident or business owner water leaks and sewer backups. This also includes auto liability claims, law enforcement claims and airport liability claims. When notice of a new claim is received the respective department(s) is put on notice and an initial investigation begins within 24 hours. Risk Management partners with the department(s) to gather all the facts and obtain records or other documents related to the claim. When necessary, a visit is made to the site of the incident including the claimant's residence or place of business to assess the situation, answer questions or gather any other facts. A letter is sent to the claimant informing them that their claim has been received and being investigated, and explains the process of the claim. Risk Management initiates an investigation of the claim by working with the department(s) affected by or related to the claim. Reports, work orders, pictures, etc. are gathered



during this investigation. The claim then gets turned over to TMLIRP for handling and investigating. TMLIRP assigns an internal claims specialist and an independent adjuster. Any facts or documents gathered by City staff from the initial investigation are turned over to the claims adjuster. Risk Management stays in contact with the claimant, adjuster(s) and TMLIRP. If mediation is requested by TMLIRP or the claimant's attorney, the Risk Manager attends the meeting to stay involved and informed of decisions made on behalf of the City. After completion of the investigation TMLIRP notifies Risk Management of their decision and a notice of the decision goes out to the claimant. When the claim is accepted TMLIRP resolves the settlement and sends payment to the claimant. When the claim is denied, often times, the claimant is not satisfied with the decision and continues to contact the City. Risk Management works with the claimant to answer any questions and refer them to TMLIRP. In 2014, 26 liability claims were processed.

Property Claims Management: Risk Management is responsible for handling all claims related to real and personal property, vehicles, and mobile equipment. Property claims that rise above the deductible are turned in to TMLIRP for processing and payment. TMLIRP does not handle property claims that are under the deductible; these are handled in-house. Therefore, management of in-house claims involves receiving claims, investigating, monitoring and subrogating the claims. Primarily, these property damage claims result from vehicle accidents and other drivers colliding with traffic light poles and pedestrian poles. Risk Management obtains the crash report from the Police Department's Records Division and the driver's and insurance company's information is utilized to subrogate the claim and recover the repair or replacement costs. In 2014, 59 Auto Physical Damage claims were processed and 29 property claims were processed. This includes City vehicles, traffic signal poles, water wells, and City facilities. In FY2014, 33 claims were handled in-house and \$80,621 was recovered from those claims.

- **Fleet and Mobile Equipment:** When it involves City vehicles or mobile equipment, Risk Management collaborates with the Fleet Garage to make arrangements to get City vehicles repaired. The Fleet Garage personnel perform a post-inspection of the vehicle. If needed, the vehicle gets transported to the body shop for an estimate and repairs. Fleet Garage personnel provide a copy of the estimate and Risk Management gives the approval to repair based on the year and value of the vehicle. At any time, if the estimate exceeds \$5,000, Risk Management requests to TMLIRP that an adjuster perform a damage assessment. TMLIRP notifies Risk Management if the vehicle or equipment will be repaired or totaled. When it is determined that the vehicle is going to be repaired Fleet Garage personnel are notified and the vehicle gets repaired. If the vehicle or equipment gets totaled, Risk Management notifies the Fleet Garage manager and the department the vehicle is assigned to. TMLIRP then makes arrangements to get the vehicle or equipment picked up. If the vehicle or equipment gets repaired a check gets issued for the repairs. If the vehicle or equipment is totaled a check gets issued for the value of the vehicle or equipment.
- **Real and Personal Property:** When it involves real and personal property claims, Risk Management works with the department that is responsible for the property to obtain an estimate or quote. If it is above the deductible it is turned in to TMLIRP to issue payment. If it is below the deductible the claim is handled in-house and repairs or replacement is expensed to the insurance fund.

Risk Management also works with the Fort Bend County's prosecutors to collect restitution from drivers who collide with City property, such as traffic or pedestrian poles, and are arrested for reasons such as DUI, DWI, etc. Costs to repair the affected property are sent to the prosecutor. If restitution is collected payment is sent to Risk Management. Risk Management makes every effort to recover all costs associated with all claims.

Lawsuits and Equal Employment Opportunity Commission (EEOC) Charges: When the City receives a notice of a lawsuit or EEOC charge, Risk Management notifies TMLIRP. TMLIRP gets put on notice on EEOC charges and the City's Legal Department handles the response to the charge. TMLIRP assigns outside legal counsel to lawsuits. Risk Management collaborates with the Legal Department and ensures that all information gathered for a lawsuit is sent to TMLIRP and the outside legal counsel. At all times Risk Management stays informed of each lawsuit and remains the liaison between the City's Legal Department, TMLIRP and the outside legal counsel.

## SERVICE LEVEL EXPECTATIONS

Program: Risk Management	
Service (Activity)	Service Level Expectation
<b>Administration and Insurance Policies</b>	Ensure all City property and assets are appropriately insured.
<b>Workers' Compensation Program</b>	Report all claims to carrier as required by law. Stabilize Workers' Compensation costs from year to year.
<b>Safety and Loss Prevention</b>	<i>Service Levels as Defined by Activities Below:</i>
<i>Safety Training Meetings</i>	Develop and provide safety training and meetings to targeted employee work groups.
<i>Drug and Alcohol Screenings</i>	Ensure that drug and alcohol screenings are done.
<i>Motor Vehicle Records Checks</i>	Ensure that essential driving employees' records are checked.
<i>Audits and Inspections</i>	Plan and conduct facility and worksite inspections.
<i>Emergency Evacuations Drills</i>	Plan and conduct evacuation drills.
<b>Insurance and Contracts</b>	Review contracts and agreements with insurance questions and/or concerns.
<b>Property and Liability Management</b>	Subrogate in-house claims received.

## SERVICE LEVEL MEASURES

Program: Risk Management		Expected Result	
Service	Service Level Measure	FY14	FY15
<b>Administration and Insurance Policies</b>	Ratio of contribution to total value of property.		
<b>Workers' Compensation</b>	Percentage of claims submitted to carrier within 24 hours of date received.	100%	100%
	Reduce the number of lost time hours per FTE's from year to year.	Establish Baseline	3%
<b>Safety and Loss Prevention</b>	<i>Service Level Measures for Activities Below:</i>		
<i>Safety Trainings &amp; Meetings</i>	Number of three or higher ratings received from safety trainings/meetings.	Establish Baseline	5
<i>Drug and Alcohol Screenings</i>	Percentage of valid employee tests results indicating no drugs or alcohol.	Establish Baseline	100%
<i>Motor Vehicle Records Checks</i>	Percentage of employee's driving records returned with no more than two violations.	Establish Baseline	100%
<i>Audits and Inspections</i>	Percentage of inspections performed with less than three serious violations.	10%	10%
	Number of worksites inspections conducted per year.	Establish Baseline	15
<i>Emergency Evacuation Drills</i>	Number of evacuation drills conducted per year.	Establish Baseline	12
<b>Insurance and Contracts</b>	Number of contracts and agreements responded to within two business days.	Establish Baseline	75
<b>Property and Liability Management</b>	Number of in-house claims subrogated.	Establish Baseline	72

### Reference Material- Contracted Services List

#### **Talent Acquisition**

Pre-employment Drug Testing and Physicals - Physicians at Sugar Creek

Pre-employment Background Checks - American Information Bureau

Psychological Testing for Police and Dispatch Applicants - Dr. Rion Hart

Online Application/Applicant Tracking and Onboarding – NEOGOV

Microsoft Systems Testing – TotalTesting

Police Assessments – Waters Consulting

#### **Talent Management**

Performance Evaluation System – Success Factors

#### **Organizational Development**

Online Training - TargetSolutions

Training for Emerging Leaders Program – Strategic Government Resources

#### **Salary & Benefits Management**

Compensation & Benefits Surveys Subscription – Waters Consulting

Benefits Consultant – IPS Advisors

Employee Medical, Dental, Life Insurance, and HSA/Flexible Spending (FSA) – Discovery Benefits, Inc. - CIGNA

Employee Online Benefits Enrollment – SmartBen, Inc.

Employee Assistance Program – Cigna Behavioral Health

#### **Health & Wellness - Cigna and Summit**

#### **Organizational Support Systems**

#### **Risk Management**

Workers' Compensation and Liability Insurance - Texas Municipal League Intergovernmental Risk Pool

At-Fault and Random Drug Testing – Texas Alcohol and Drug Testing Service

On-Call Legal Services for Insurance Matters – Coats, Rose, Yale, Ryman & Lee, PC

## Reference Material- Department Policies List

HR 101 Identification Badge Policy

HR 102 Creation and Implementation of Interdepartmental Policies and Procedures

HR 105 Relocation Reimbursement Policy

HR 106 Recruitment Reimbursement Policy

HR 129 Employee Recognition Programs Policy

HR 130 Emerging Leaders Academy Selection & Participation Guidelines

HR 131 City Contributions to Employee Health Savings Account

HR-133 Retirement and Resignation Recognition Policy

Employee Policy Manual

RM 105 Workers' Compensation

RM 106 Electronic Device Driving Safety Policy

RM 107 Accident Review Board Policy and Procedures

RM 108 Safety Committee Policy and Procedure

RM 109 Safety Audit and Inspection Policy

RM 110 Emergency Evacuation Policy

RM 111 Safety Footwear for Non-public Safety Employees

Employee Safety Manual